

~~Good~~ <sup>Great</sup> Leaders, Tough Decisions

***It's All About Leadership***



**ALAPCAE**

**All Systems Go....The Race to 2014**

**July 10-12, 2013**



**Reecie D. Stagnolia**  
**Vice President, Kentucky Adult Education**



**WHY IS THIS IMPORTANT?**

# Which Comes First, Educated Workers or Jobs for Educated Workers?



# The Challenge:



**Producing a U.S. workforce that is more productive, creative, and better problem-solvers than any other on the planet.**



A special report from Lumina Foundation

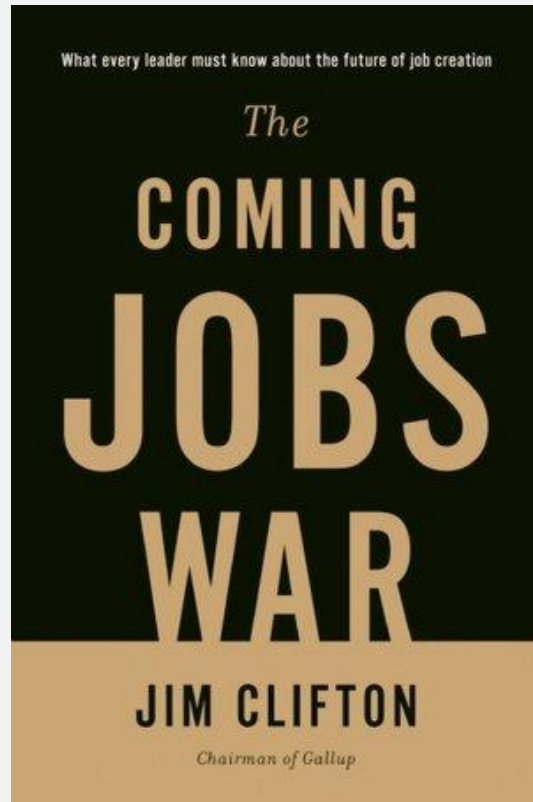


How and why Americans must achieve a Big Goal for college attainment

March 2012

In 2009, Lumina Foundation officially adopted its Big Goal that 60 percent of Americans obtain a high-quality postsecondary degree or credential by 2025.

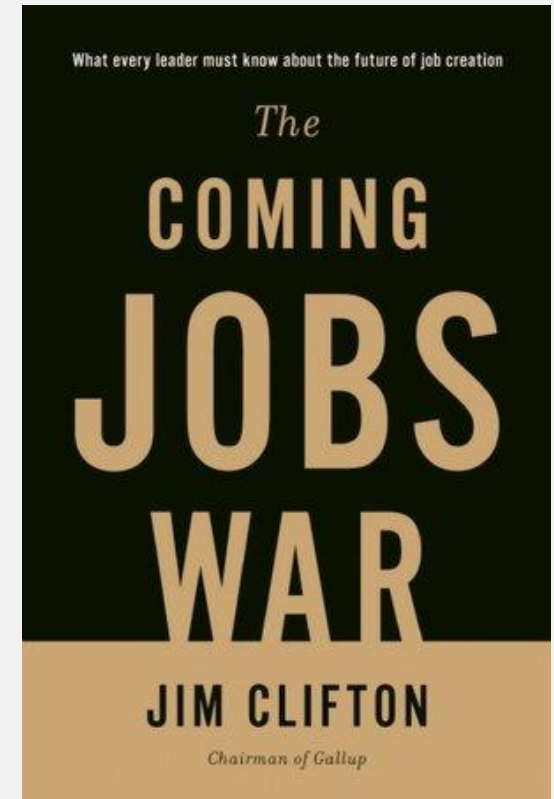
# A Global War for Good Jobs is Coming.



- At the current rate, employers in 2025 will need about 23 million more degree holders than our nation's colleges and universities will have produced.
- Approximately 2/3 of the nation's college completion goal will come from non-traditional students entering and staying in the pipeline.

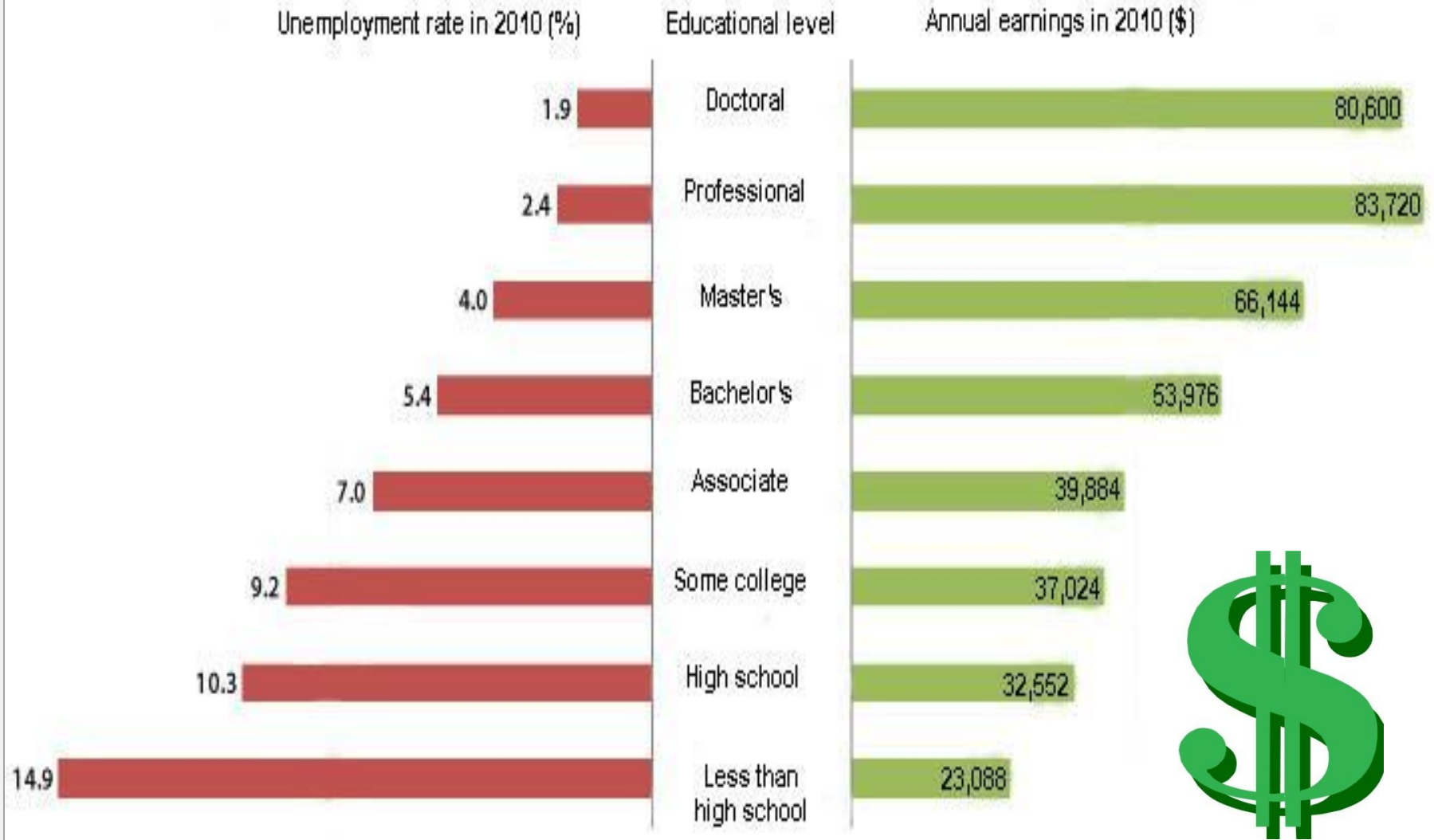
# A Global War for Good Jobs is Coming.

- 3 billion people reported to Gallup they want a job that pays a living wage.
- Only 1.2 million jobs in the world currently fit that description.
- As the foreign workforce becomes more educated, competition for jobs will be fierce.





# Education Pays



Source: Bureau of Labor Statistics, Current Population Survey



**By 2018, 55% of all jobs in Alabama will require some level of postsecondary education.**

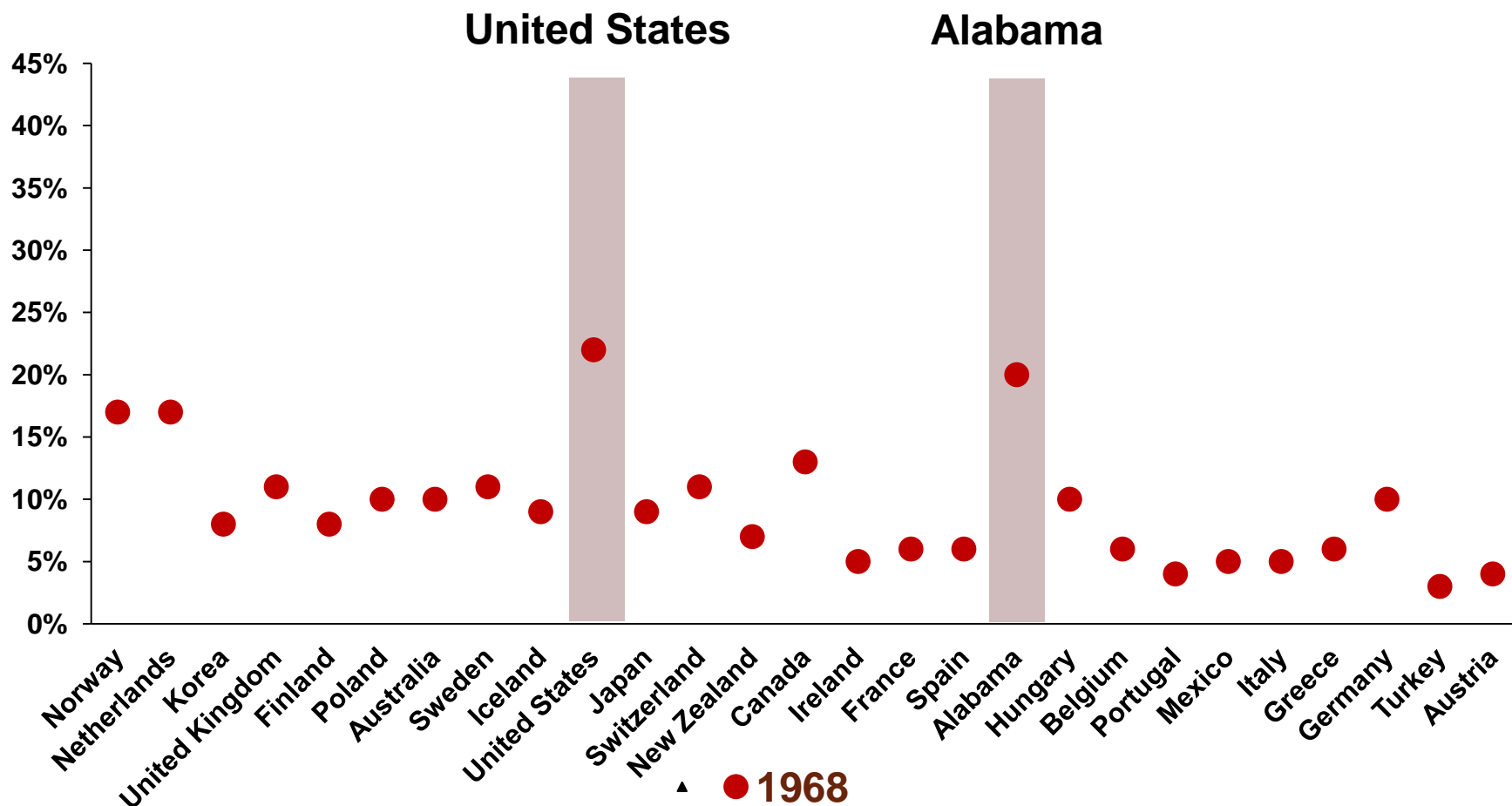
**Between now and 2018, Alabama will need to fill 680,000 vacancies resulting from job creation, worker retirements and other factors.**

A red square with the words "Help" and "Wanted" in white, stacked vertically. The logo is set against a background featuring a large, faint watermark of the Alabama Great Seal, which includes the state's outline and the words "ALABAMA" and "GREAT SEAL".

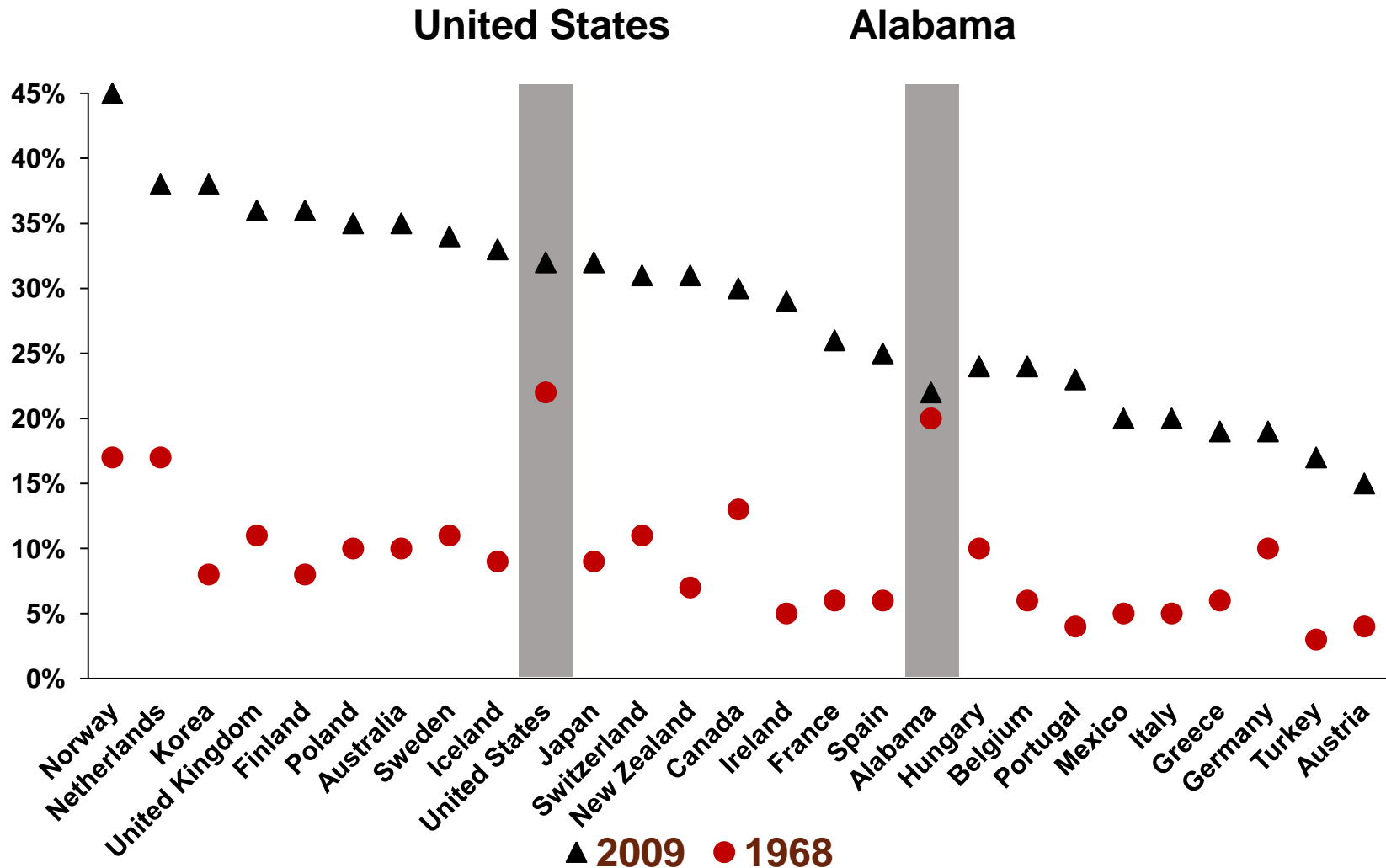
**Help  
Wanted**

*-Center on Education and the Workforce,  
Georgetown University, 2010*

# Baccalaureate Attainment 25-34 Age Cohort, 1968

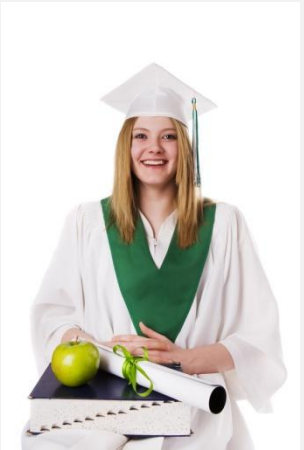


# Baccalaureate Attainment 25-34 Age Cohort, 1968 & 2009



Sources: OECD, *Education at a Glance*, 1968 CPS and 2009 ACS

**“A preemptive focus on adult education actually saves governments money by reducing societal healthcare, public assistance and incarceration costs. Adult education also improves and expands the nation’s available pool of human capital by helping motivated but under educated people achieve gainful employment in today’s increasingly high-tech and global job market, and at a far lower cost per learner when compared to either K-12 or higher education.”**



*“The Return on Investment from Adult Education and Training,” a policy paper by the McGraw-Hill Research Foundation, May 2011*

**As many as 60% of community college students must take development education courses – only 25% who do, earn a degree in 8 years**

The Chronicle of  
Higher Education  
April 20, 2010

**Estimated that 50-80% students in AE programs have learning disabilities/differences**



**Only 3% of students who start college in AE programs earn degree**

The Chronicle of Higher  
Education April 11, 2011

**41% of students in AE programs are unemployed**

# Human Capital Development

***“The reason persistent growth is enabled by human capital formation is that human capital, unlike physical capital, has both the direct effect on the productivity of current labor and capital inputs, and an indirect effect on the production of more knowledge. A continuous accumulation of knowledge can thus lead to a self-sustaining growth in per capita income.”***

***-Isaac Ehrlich, “The Mystery of Human Capital as Engine of Growth”***

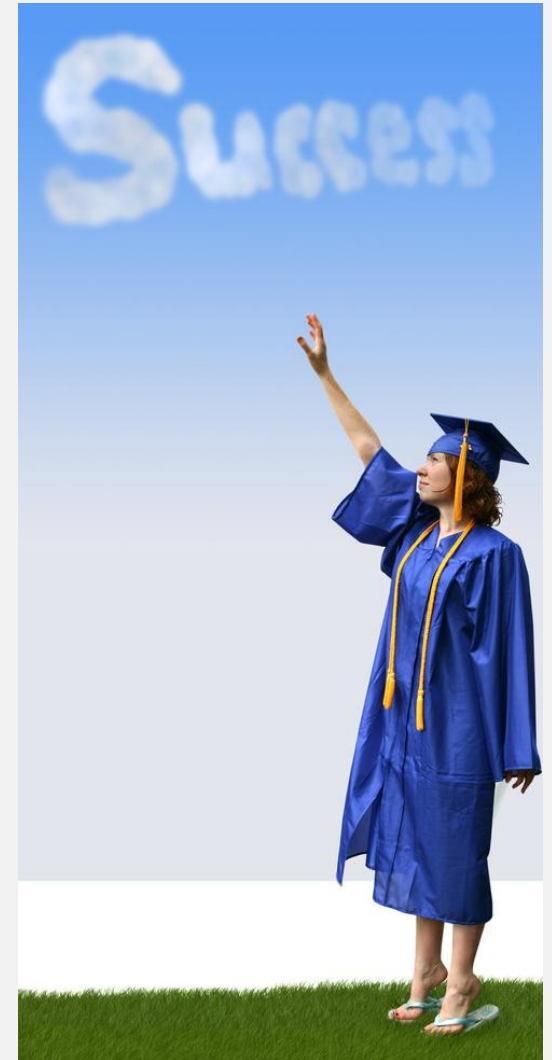
# Adult Education of the Future

## *Reach Higher, America*

*Overcoming Crisis in the U.S. Workforce*

“The National Commission on Adult Literacy calls on Congress and state governments to make **postsecondary** and **workforce readiness** the new mission of the adult education and workforce skills system.”

Source: *Report of the National Commission on Adult Literacy, June 2008*



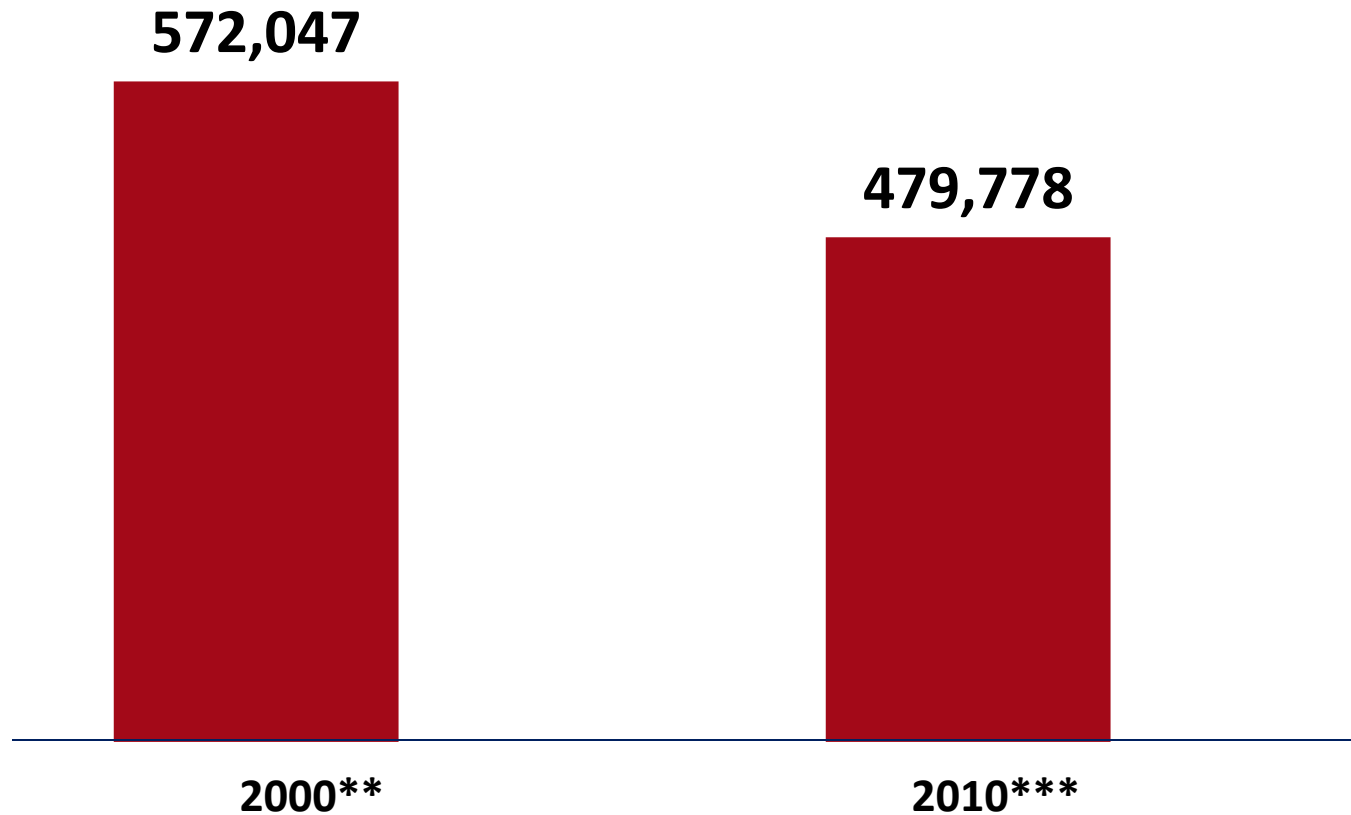


**HOW IS ALABAMA DOING?**

# Alabama Adult Education System

## *Decade of Progress*

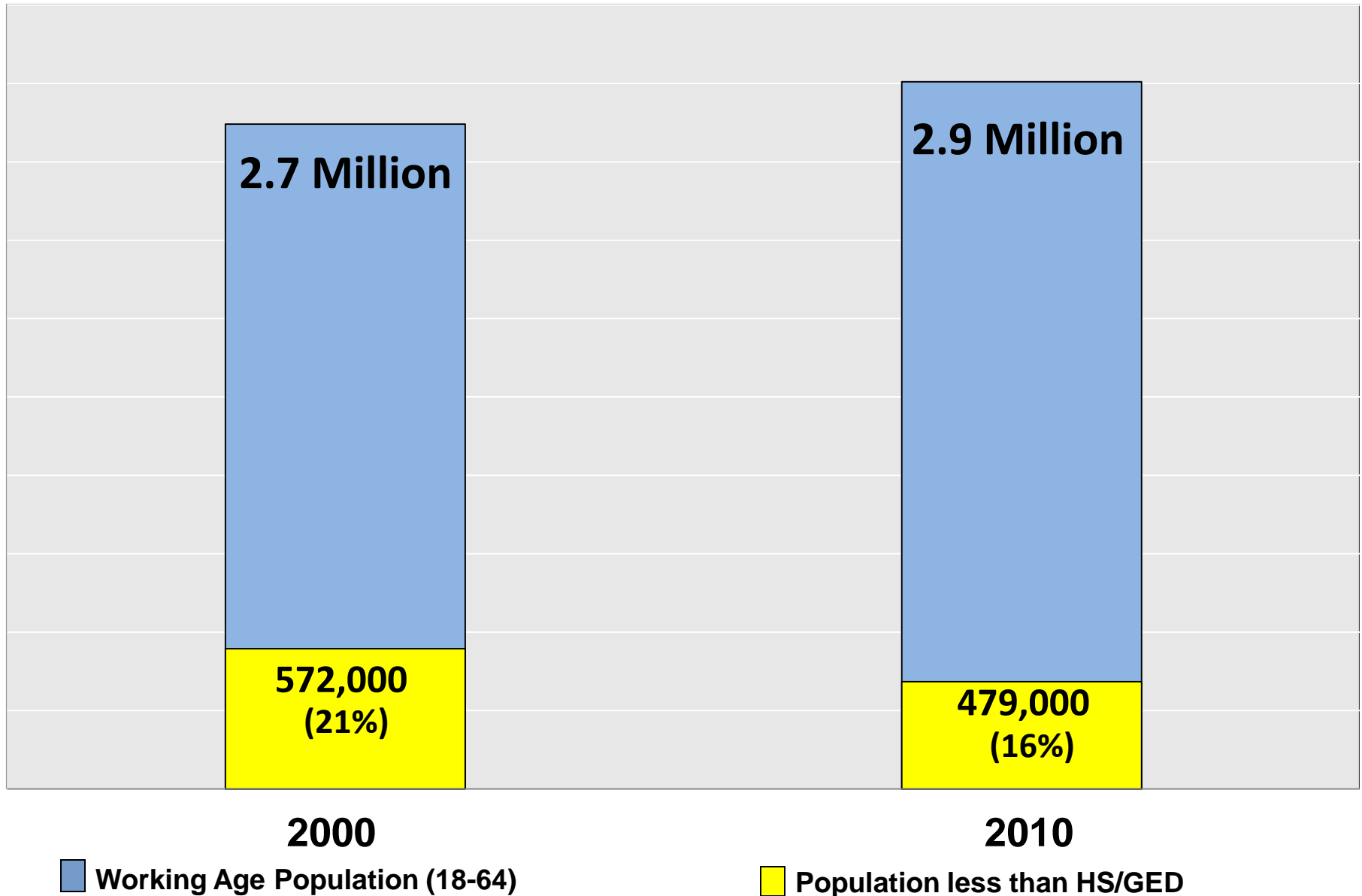
Population, 18-64, without a  
High School Credential



\*\*2000 U.S. Census

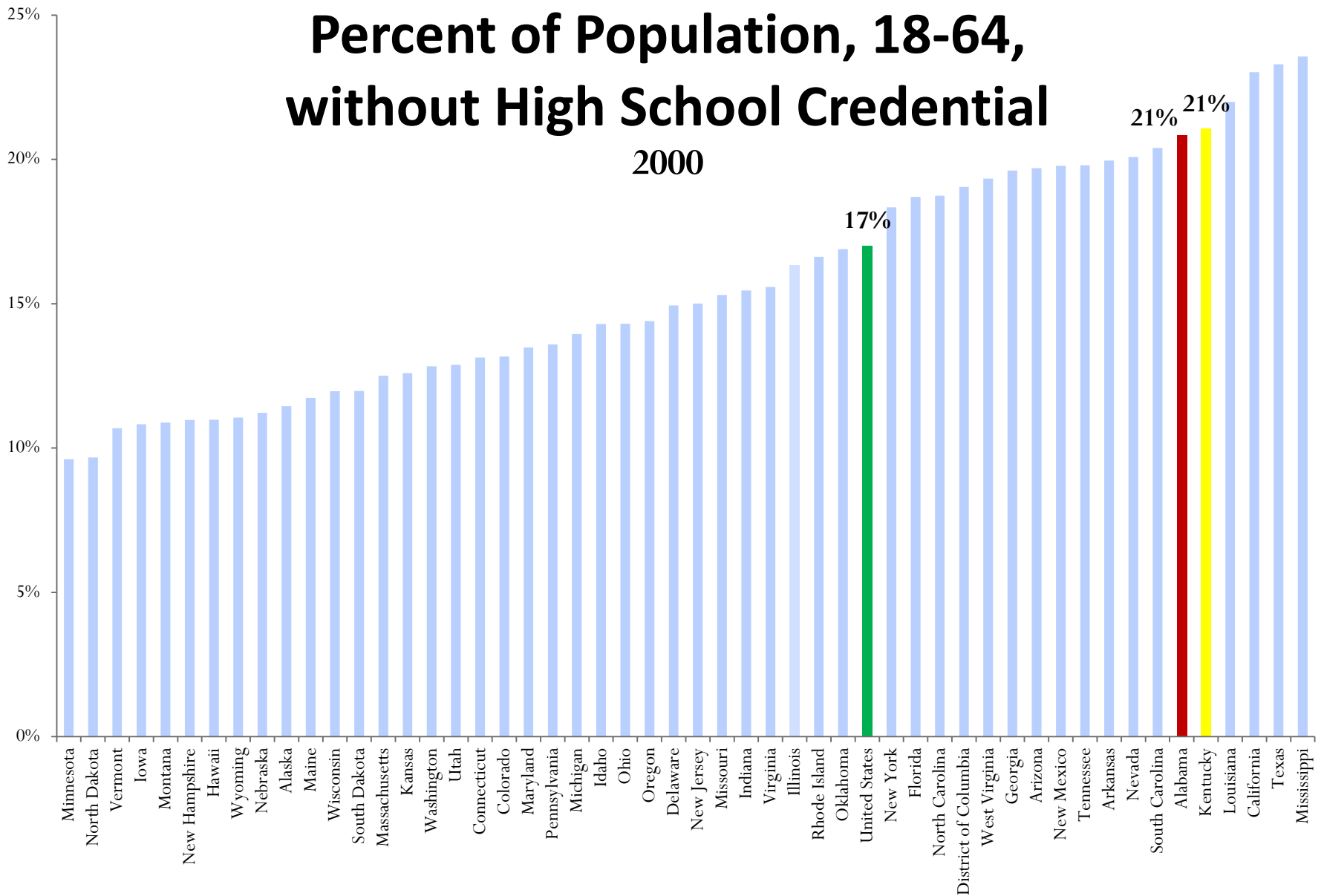
\*\*\*2006-10 American Community Survey

# Working Age Population in Need of High School Equivalency.....A Decade of Progress



# Percent of Population, 18-64, without High School Credential

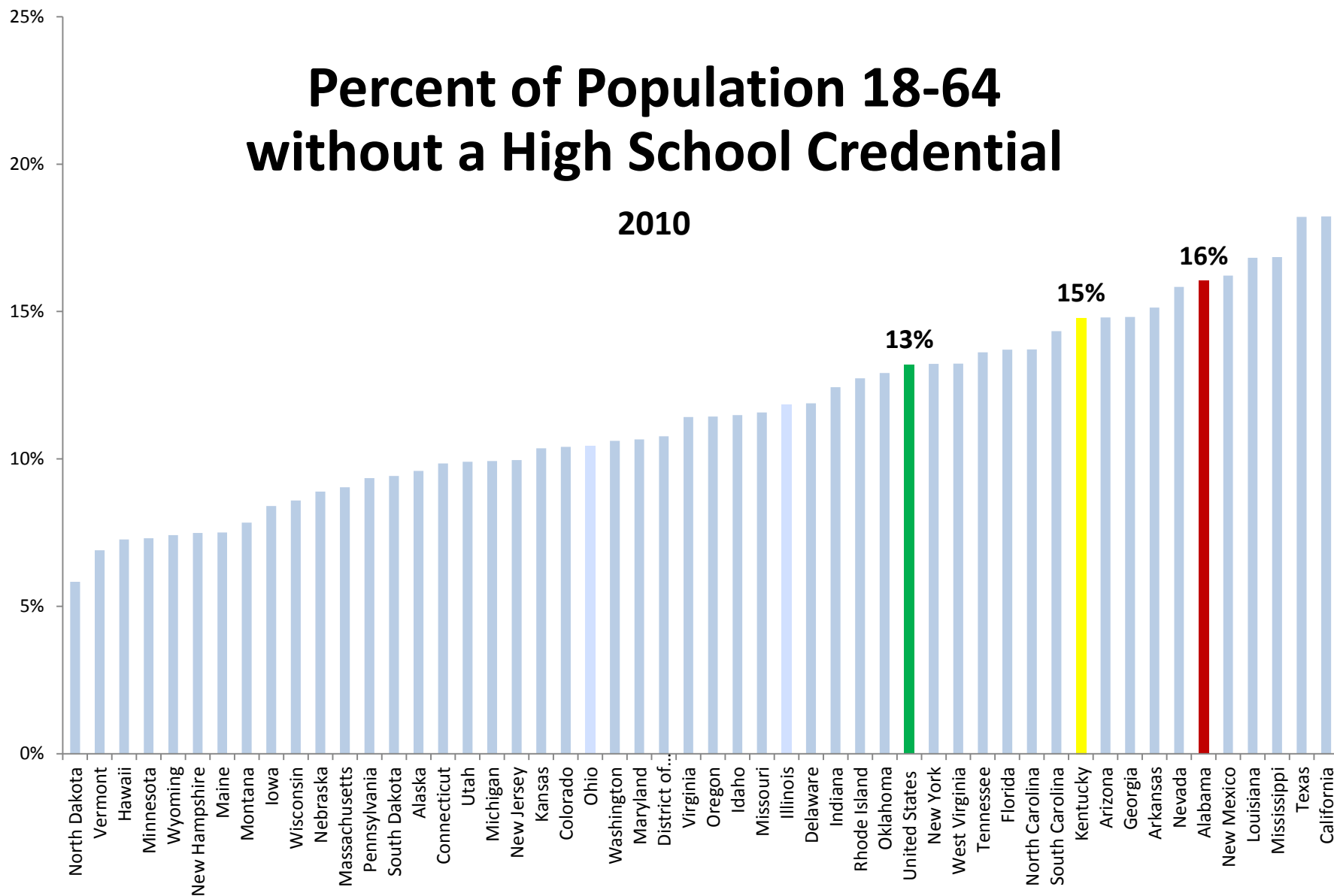
2000



Source: 2000 Census

# Percent of Population 18-64 without a High School Credential

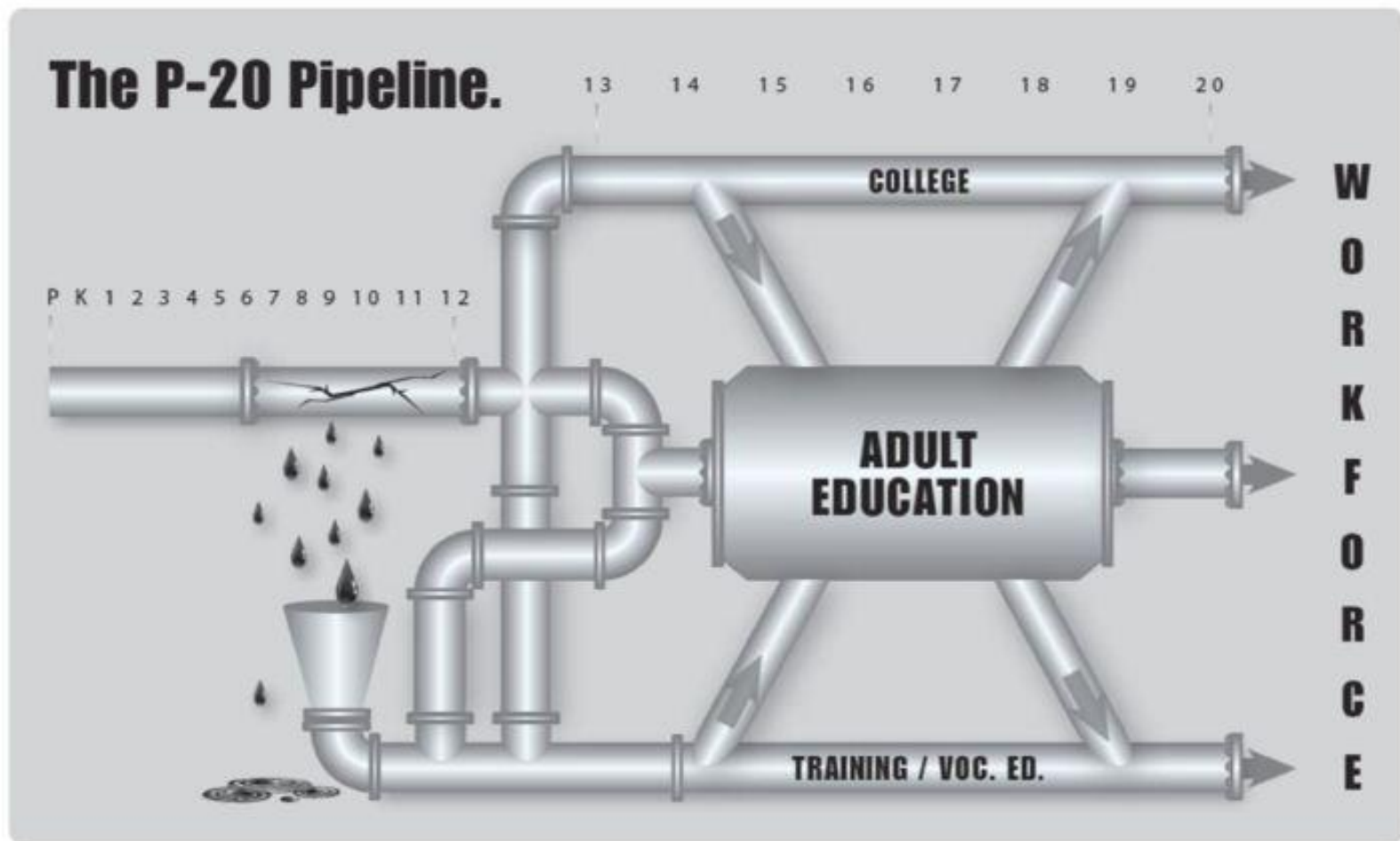
2010



Source: 2010 American Community Survey, 1 year estimates

**WHAT ARE WE DOING TO  
RE-ENGINEER OR TRANSFORM  
THE NATION'S ADULT EDUCATION  
SYSTEM?**

# The Leaky Pipeline





Conversation has changed  
from  
serve and support  
to  
re-engineer and results

# **The Nation's Adult Education Game Changers:**

- 1. Teacher Quality and Effectiveness**
- 2. Standards-Based Education**
- 3. Integrated Education and Training  
Models – Career Pathways**

**“If you don’t like change,  
you’re going to like  
irrelevance even less.”**

*General Eric Shinseki, retired Chief of Staff, U.S. Army*

# We must begin by having a sense of urgency.



...Think rocket speed



...not turtle pace

# It's All About Leadership



*Leadership Matters*



**Personnel Matters**



**Environment Matters**



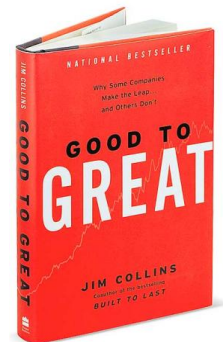
**Customer Service Matters**

# Leadership Matters

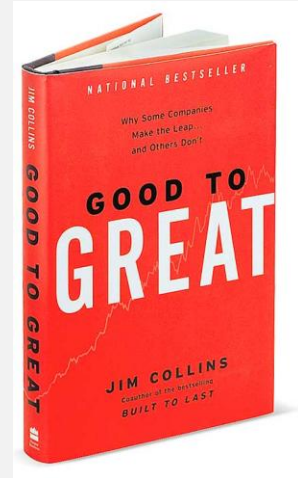
*“Good is the enemy of great. And, that is one of the key reasons why we have so little that becomes great. **We don’t have great schools, principally because we have good schools. We don’t have great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, precisely because the vast majority become quite good – and that is their main problem.**”*

*Jim Collins*

Jim Collins, *Good to Great: Why Some Companies Make the Leap . . . And Others Don’t*, HarperBusiness, New York, 2001



# Good to Great



- Two Characteristics of Great Leaders
  1. Resolve
  2. Humility
- Great Leaders – When things go well, they look out the window and see who they can compliment and when they don't, look in the mirror and ask what I could do different/better next time.



# Humility

**“People with humility don’t think less of themselves, they just think of themselves less.”**

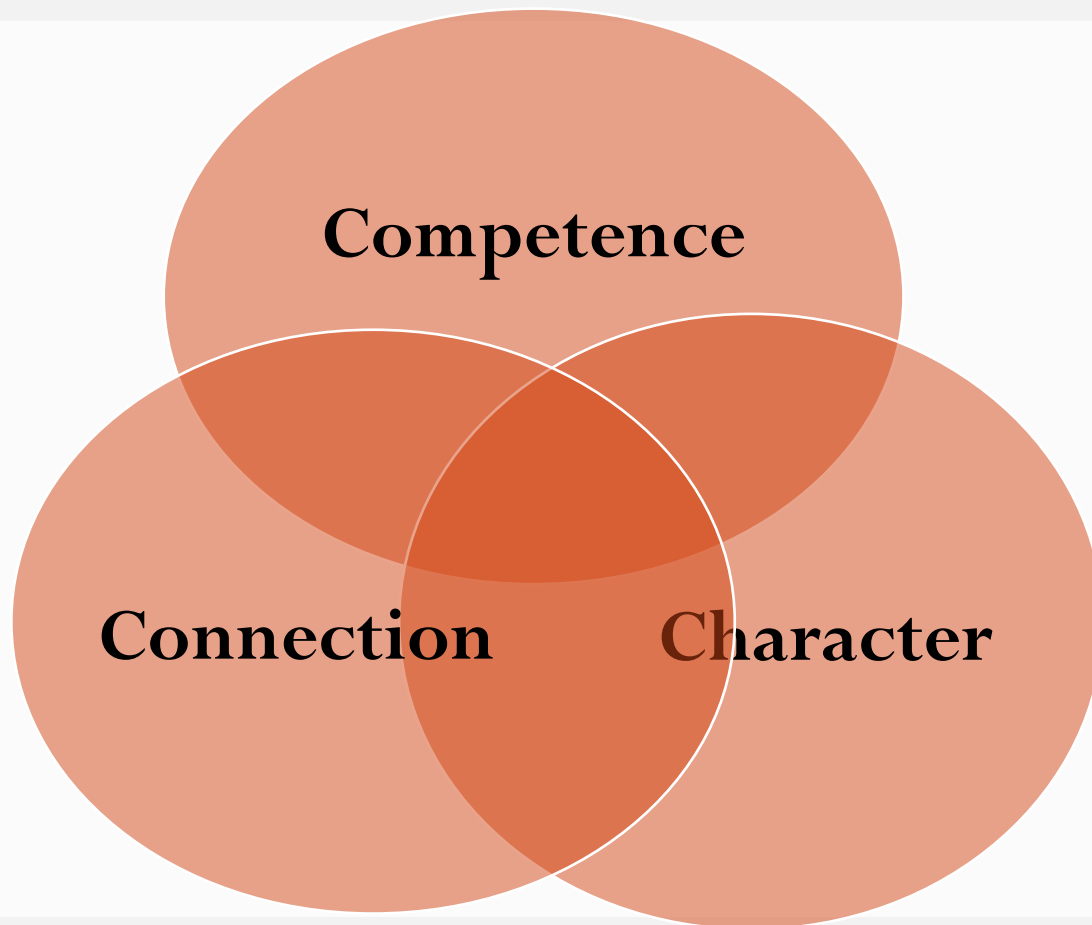
The Ken Blanchard Companies 2006

# Lessons from Peter Drucker about Leadership

1. A leader is someone who has followers.
2. Popularity is not leadership. Results are.
3. Leaders are highly visible, they set examples.
4. Leadership is not rank, privilege, titles, or money, it is responsibility.
5. Leaders lift others.
6. Leaders value their team.

# Trust is the Foundation of Leadership

Three qualities a leader must exemplify to build trust:



*“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy.”*

*General H. Norman Schwarzkopf*



Leaders run *from* the  
status quo  
and run *to*  
innovation and  
change

**“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”**

Jack Welch, retired CEO, GE

**Rockets on  
the launch  
pad are  
safe... but  
that's not  
what rockets  
are built for.**





JOHN ORTBERG

*author of* THE LIFE YOU'VE ALWAYS WANTED

IF YOU WANT TO  
WALK ON WATER,  
YOU'VE GOT TO  
GET OUT  
OF THE  
BOAT



# It's All About Leadership



**Leadership Matters**



*Personnel Matters*



**Environment Matters**

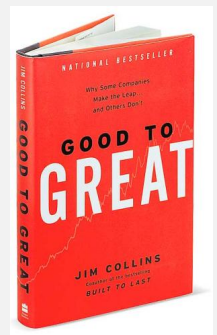


**Customer Service  
Matters**

# First Who . . . Then What

“We expected that good-to-great leaders would begin by setting a new vision and strategy. We found instead that they *first* got the right people on the bus, the wrong people off the bus, and the right people in the right seats – and *then* they figured out where to drive it. The old adage “People are your most important asset” turns out to be wrong. People are *not* your most important asset. The *right* people are.”

Jim Collins, *Good to Great: Why Some Companies Make the Leap . . . And Others Don't*, HarperBusiness, New York, 2001



# Hire Well!



# Monday Morning Leadership

***“The decision you have to make is to hire tough and manage easy, or hire easy and manage tough. I can assure you that the best thing to do is to take your time on the front end so that you can enjoy having the **RIGHT PEOPLE** on your team.”***

David Cottrell, *Monday Morning Leadership*, CornerStone Leadership Institute, Dallas, Texas, 2002



**Character**



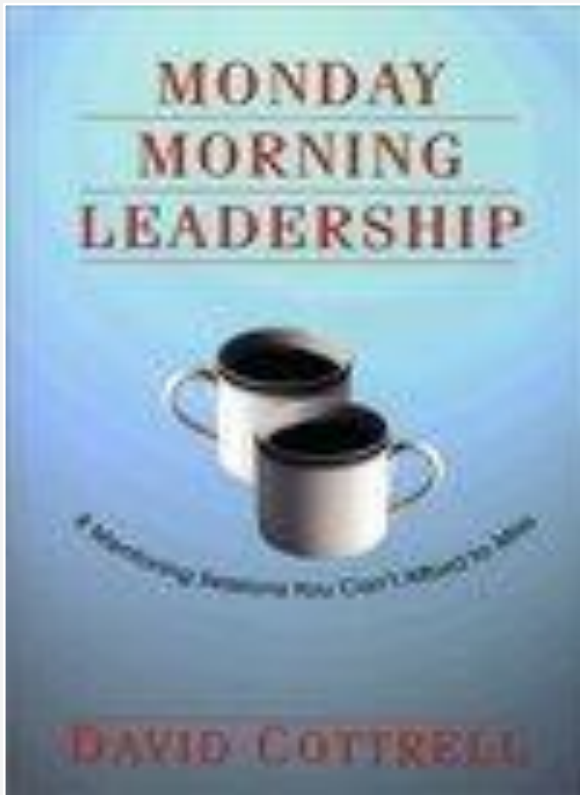
**Chemistry**



**Competence**

**Key Hiring Filters**

# Monday Morning Leadership



**First, hire  
good  
employees.**

**Second, coach  
every member  
of the team to  
become better.**

**Third, dehire  
the people  
who aren't  
carrying their  
share of the  
load.**

*“If we expect more from our students ...shouldn’t we expect more from our instructors, ourselves?”*

*Hunter R. Boylan  
Director, National Center for  
Developmental Education*



# *It's All About Leadership*



**Leadership Matters**



**Personnel Matters**



***Environment Matters***



**Customer Service Matters**

"Keen insight on the transformational power of Starbucks."  
—Dr. Jackie Freiberg, bestselling coauthor, *Gutai and Nuts!*

# THE STARBUCKS EXPERIENCE

5 Principles for Turning  
Ordinary into Extraordinary



JOSEPH A. MICHELLI

THE  
STARBUCKS  
EXPERIENCE  
MICHELLI

# People Flock to the Company's Stores for the Total Starbucks Experience

In essence, they come for...



- the comfortable setting;
- where they are valued on a personal level;
- where a meaningful connection is made.

# To Achieve the Starbucks Experience

- The ambience of the store must be inviting.
- A place where a person will feel comfortable hanging out alone or with friends.
- “Third Place” – must capture a unique warmth that sets it apart from the first two places in most people’s lives: work and home.



# It's All About Leadership



**Leadership Matters**



**Personnel Matters**



**Environment Matters**



**Customer Service Matters**

How passion in your work and life  
can turn the ordinary into  
the extraordinary

The

# Fred

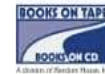
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## FACTOR



Mark Sanborn

READ BY THE AUTHOR



AN UNABRIDGED PRODUCTION

Mark Sanborn, *The Fred Factor*, Double-day, 2004

# ***The Fred Principles***

**Principle 1**

- **Everyone Makes a difference**

**Principle 2**

- **Success is built on relationships**

**Principle 3**

- **You must continually create value for others and it doesn't have to cost a penny**

**Principle 4**

- **You can reinvent yourself regularly**

# Southwest Airlines

More than 37 years ago, Rollin King and Herb Kelleher got together and decided to start a different kind of airline. They began with one simple notion: If you get your passengers to their destinations when they want to get there, on time, at the lowest possible fares, and make darn sure they have a good time doing it, people will fly your airline. And you know what? They were right.

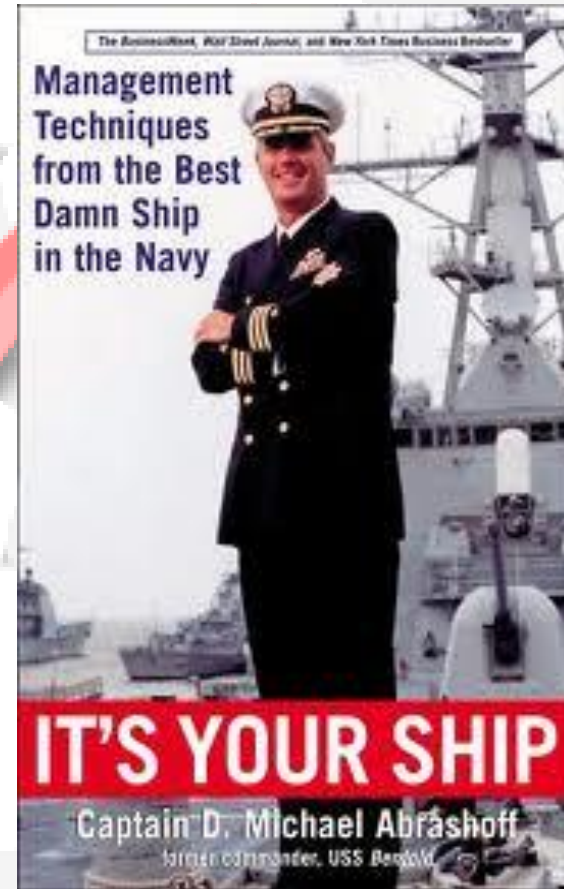
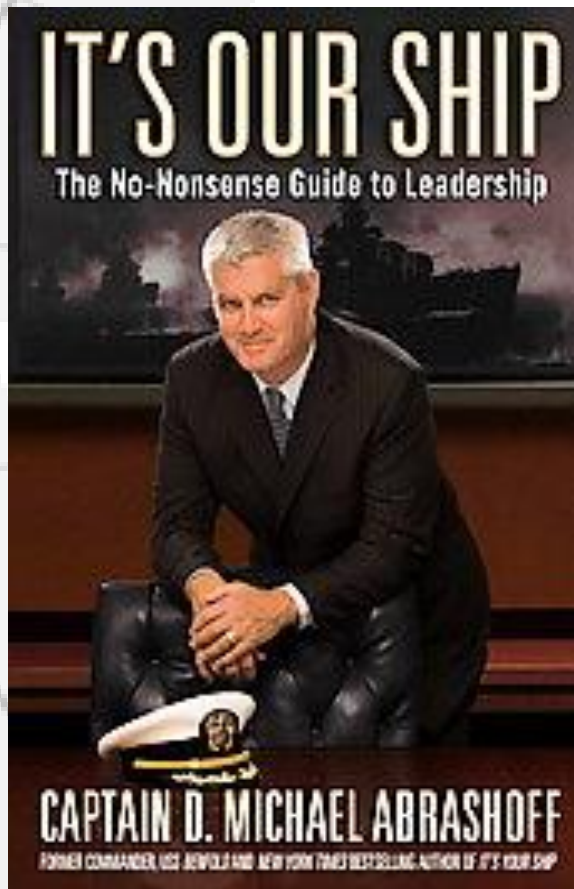




***“No country however rich,  
can afford the waste of its  
human resources.”***

***Franklin D. Roosevelt***

# In Summary...



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